



# Leading Change... A CINC's Perspective

a presentation to the

## *DARPA Tech '99 Symposium*

from

**Admiral Harold W. Gehman, Jr.**  
*Supreme Allied Commander, Atlantic  
Commander in Chief, U.S. Atlantic Command*

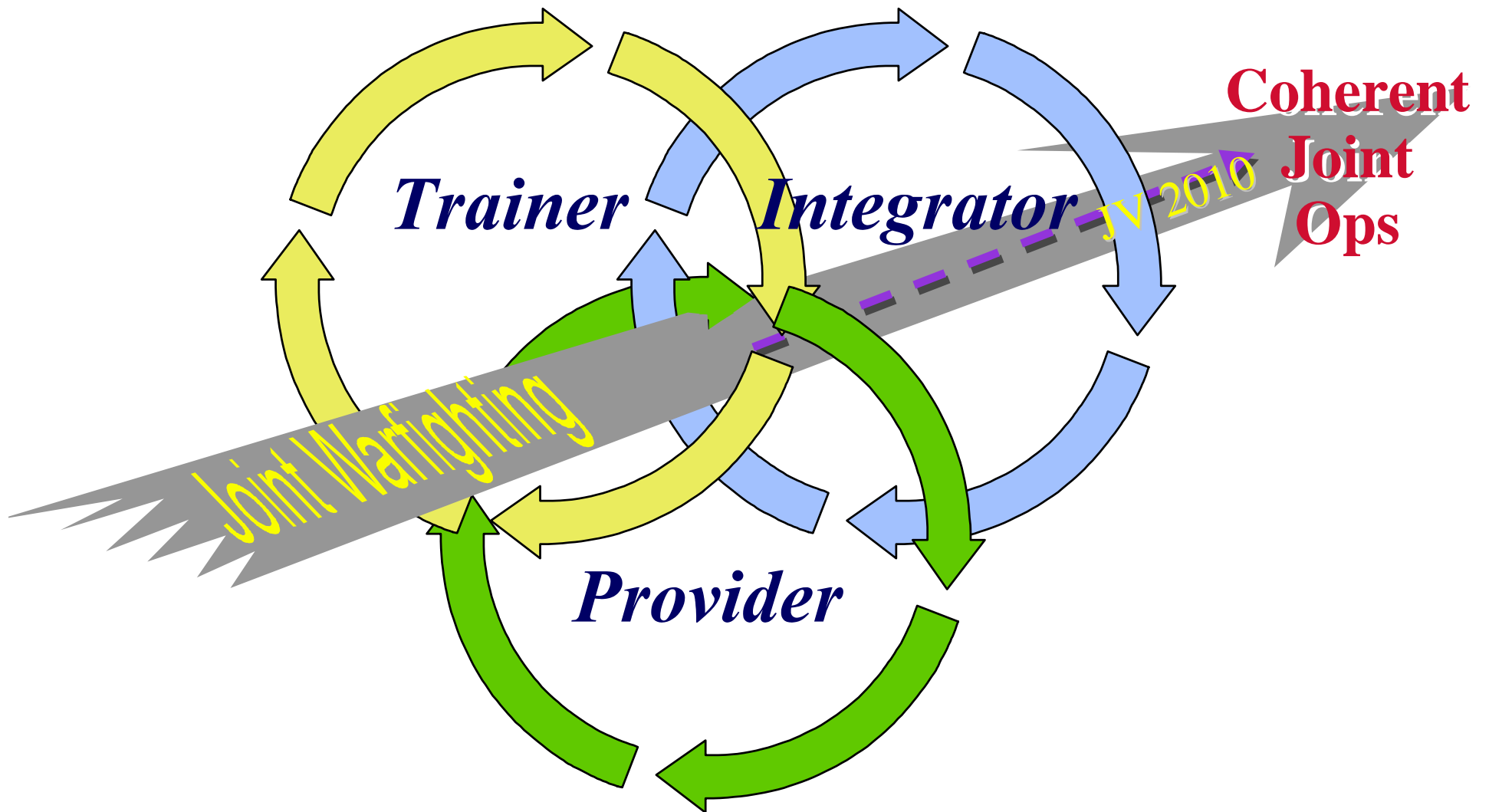


## *USACOM Mission*

USACOM maximizes America's present and *future military capabilities* through joint **training**, total force **integration**, and **providing** ready CONUS-based forces to support other CINCs, the Atlantic Theater, and domestic requirements.



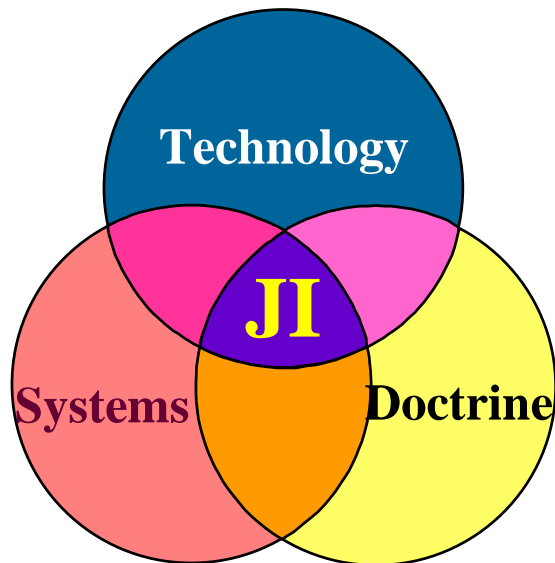
# *USACOM Functional Responsibilities*





# *Joint Integration*

*Joint Integration* is a “*collection of activities*” whose purpose is the synergistic blending of technology, systems and doctrine from the different Military Services to improve interoperability and enhance joint capabilities.



## *--Integration Principles--*

- Future Oriented
- Fully Interoperable
- Functional Across the Entire Spectrum of Conflict
- Enhanced Competitive Advantage



# *Joint Integration*

## *“Collection of Activities”*

- **Advanced Concept Technology Demonstrations**
- **JROC-assigned Capstone Requirements Documents**
- **Joint Battle Center**
- **USACOM-originated initiatives**
  - **Precision Engagement**
  - **Joint Deployment Process Owner**
- **Secretary of Defense-assigned activities**
- **Joint Requirements - Washington DC Engagement**
- ***Joint Experimentation***



# USACOM JE Charter



THE SECRETARY OF DEFENSE  
1000 DEFENSE PENTAGON  
WASHINGTON, DC 20301-1000

MAY 15 1998



THE JOINT STAFF  
WASHINGTON, DC

MEMORANDUM FOR COMMANDER IN CHIEF, US ATLANTIC COMMAND

SUBJECT: Designation of USCINACOM as Executive Agent for Joint Warfighting Experimentation

On October 1, 1998, USCINACOM is designated the Executive Agent for Joint Warfighting Experimentation. As such, USCINACOM will contribute to the DoD efforts to support the "Prepare Now" element of the National Security and National Military Strategies. Specifically, USCINACOM will design and conduct joint warfighting experimentation to explore, demonstrate and evaluate joint warfighting concepts and capabilities within the CJCS program to implement *Joint Vision 2010* (JV 2010) and future warfighting visions.

The Department is committed to an aggressive program of experimentation to foster innovation and rapid fielding of new joint concepts and capabilities. Joint warfighting experimentation will facilitate development of new joint doctrine, organizations, training and education, materiel, leadership, and people vital to ensuring that US Armed Forces can meet future challenges across the full range of military operations.

The attached "USCINACOM Joint Warfighting Experimentation Charter" confers authority, establishes assigned responsibilities and activities, and provides justification for USCINACOM to request requisite resources.

USCINACOM functional responsibilities as Executive Agent for Joint Warfighting Experimentation will be permanently assigned in the next revision to the Unified Command Plan.

Attachment:  
As stated

*William L. G.*



Reply ZIP Code:  
20318-0300

DJSM 586-98  
20 May 1998

MEMORANDUM FOR:

Chief of Staff, US Army  
Chief of Naval Operations  
Chief of Staff, US Air Force  
Commandant of the Marine Corps  
Commandant, US Coast Guard  
Commander in Chief, US Atlantic Command  
Commander in Chief, US Central Command  
US Commander in Chief, Europe  
Commander in Chief, US Pacific Command  
Commander in Chief, US Southern Command  
Commander in Chief, US Space Command  
Commander in Chief, US Special Operations Command  
Commander in Chief, US Strategic Command  
Commander in Chief, US Transportation Command

Subject: USCINACOM Charter for Joint Warfighting Experimentation

1. On 15 May the Secretary of Defense signed the enclosed USCINACOM Joint Warfighting Experimentation Charter. Effective 1 October 1998, USCINACOM is designated the Executive Agent for conducting an integrated and aggressive joint experimentation program to explore new joint warfighting concepts and capabilities.

2. Publication of this charter represents the first milestone in operationalizing *Joint Vision 2010*. By 15 July 1998, USCINACOM will submit its proposed implementation plan to the Chairman. The Joint Staff looks forward to continued collaboration with the Services and combatant commands on joint warfighting experimentation.

For the Chairman of the Joint Chiefs of Staff:

*Dennis C. Blair*  
DENNIS C. BLAIR  
Vice Admiral, U.S. Navy  
Director, Joint Staff

Enclosure  
cc: USD P  
USD COMP  
ASD S&TR



# *What is an Experiment?*

**“An Operation Carried Out Under Controlled Conditions in Order to:**

- a. Discover an Unknown Effect or Law,**
- b. Test or Establish a Hypothesis, or**
- c. Illustrate a Known Law.”**

**Webster’s New Collegiate Dictionary**

**In Military Terminology:**

- a. Wargaming the Future to Avoid Surprises and Discover New Opportunities**
- b. Determining the Validity of New Ideas**
- c. Challenge/Review Accepted Doctrine/Organizations**



## *Joint Experimentation Partnership?*

- *USACOM's Primary and Enduring Reasons for Joint Experimentation:*

- **Maintain Superiority**
  - ◆ Explore Innovative Approaches and “Leap-Ahead” Capabilities
  - ◆ Exploit Opportunities for Transformation
- **Prevent Adversarial Surprises**

- *DARPA's Primary Responsibilities:*

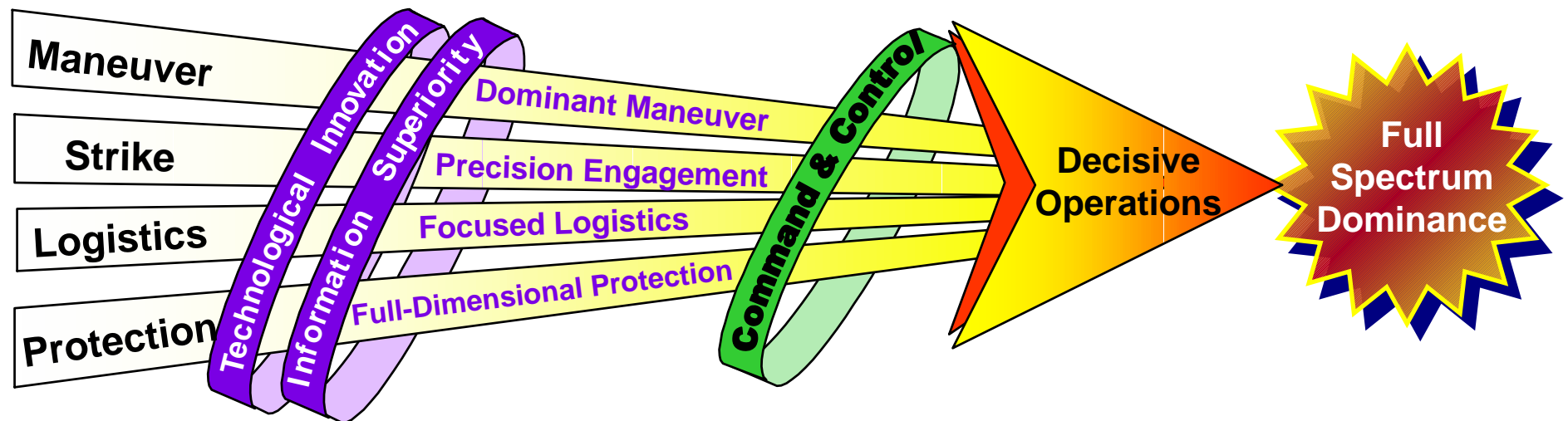
- **Help maintain US technological superiority**
- **Guard against unforeseen technological advances by potential adversaries**





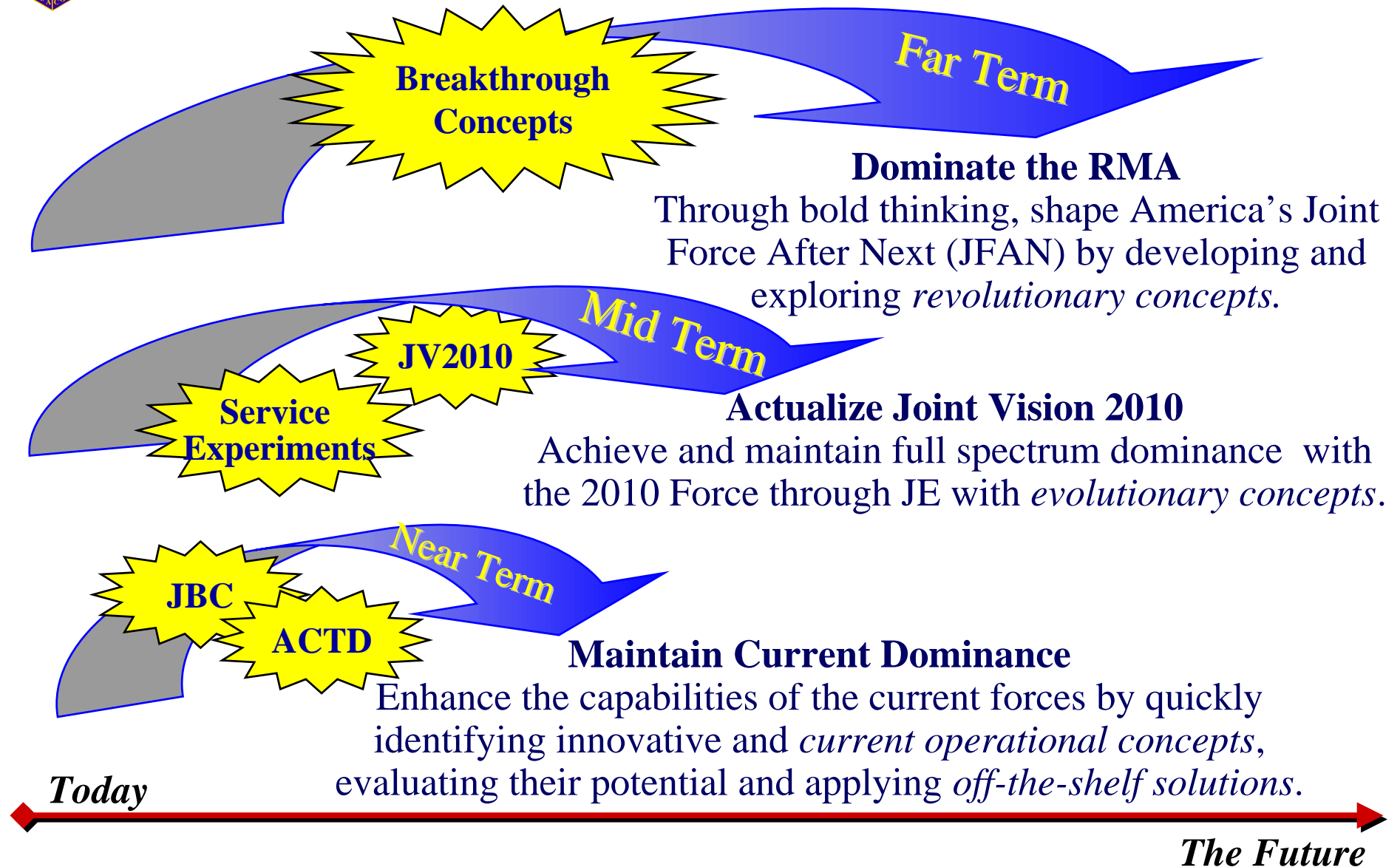
## *Joint Experimentation*

Joint Experimentation is an *iterative process* of collecting, developing and exploring *concepts* to identify and recommend *better value-added solutions* for changes to Doctrine, Organization Design, Training, Materiel, Leader Development, Personnel Resources required to achieve *significant advances* in future joint operational capabilities.





# Joint Experimentation Approach





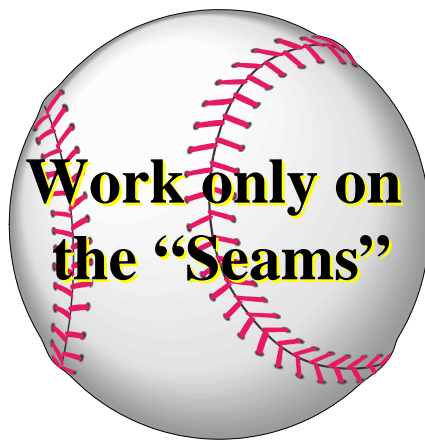
# Joint Experimentation Construct

	Near	Mid	Far
<b>Doctrinal</b>	<ul style="list-style-type: none"> <li>•Trusted Coalition Data Bases</li> <li>•Joint Targeting</li> <li>•Advanced Joint Planning</li> <li>•Information Ops</li> </ul>	<ul style="list-style-type: none"> <li>•Dominant Light Force Maneuver</li> <li>•Joint Attack on Critical Mobile Targets</li> <li>•Interoperable Combat ID</li> <li>•Future Collaborative Info Environment</li> <li>•Nodal Attack</li> </ul>	<ul style="list-style-type: none"> <li>•Space Operations               <ul style="list-style-type: none"> <li>•Precision Fires From Space</li> <li>•Space-Based Assets</li> </ul> </li> <li>•Global Power Projection</li> <li>•Operational &amp; Strategic Sanctuaries</li> <li>•Bio-Centric Ops &amp; Counters</li> <li>•Psycho-Ops</li> </ul>
<b>Organizational</b>	<ul style="list-style-type: none"> <li>•Joint Communications Infrastructure Harmonization</li> <li>•Joint Force Architecture</li> <li>•Coalition Operations</li> </ul>	<ul style="list-style-type: none"> <li>•JV2010</li> <li>•Dominant Light Force Maneuver</li> <li>•Improving Log Support</li> <li>•Centralized vs Decentralized C2</li> <li>•Joint Fires Integration</li> </ul>	<ul style="list-style-type: none"> <li>•Joint Force After Next               <ul style="list-style-type: none"> <li>•Total National Asset Integration</li> <li>•Future Coalition Ops</li> </ul> </li> <li>•Autonomous Ops</li> <li>•Global Power Projection</li> <li>•Organizing for Military Ops</li> <li>•Joint Acquisition</li> </ul>
<b>Technological</b>	<ul style="list-style-type: none"> <li>•STOW</li> <li>•USACOM JBC Projects</li> <li>•Virtual Info Center</li> <li>•HAE UAV</li> <li>•GCCS/COP</li> <li>•LINK 16/VMF</li> </ul>	<ul style="list-style-type: none"> <li>•Interoperable Combat ID</li> <li>•Achieving/Using COP</li> <li>•Linked Sensors &amp; Automated Cueing</li> <li>•Advanced Medical Tech</li> </ul>	<ul style="list-style-type: none"> <li>•Comprehensive Missile Defense</li> <li>•Low Earth Orbital Delivery</li> <li>•Genetics</li> <li>•Nanotechnology</li> <li>•Advanced Robotics</li> <li>•Mastery of Information</li> <li>•Weapons of Mass Effects</li> <li>•Visibility in Complex Terrain</li> </ul>



# *Joint Integration Options*

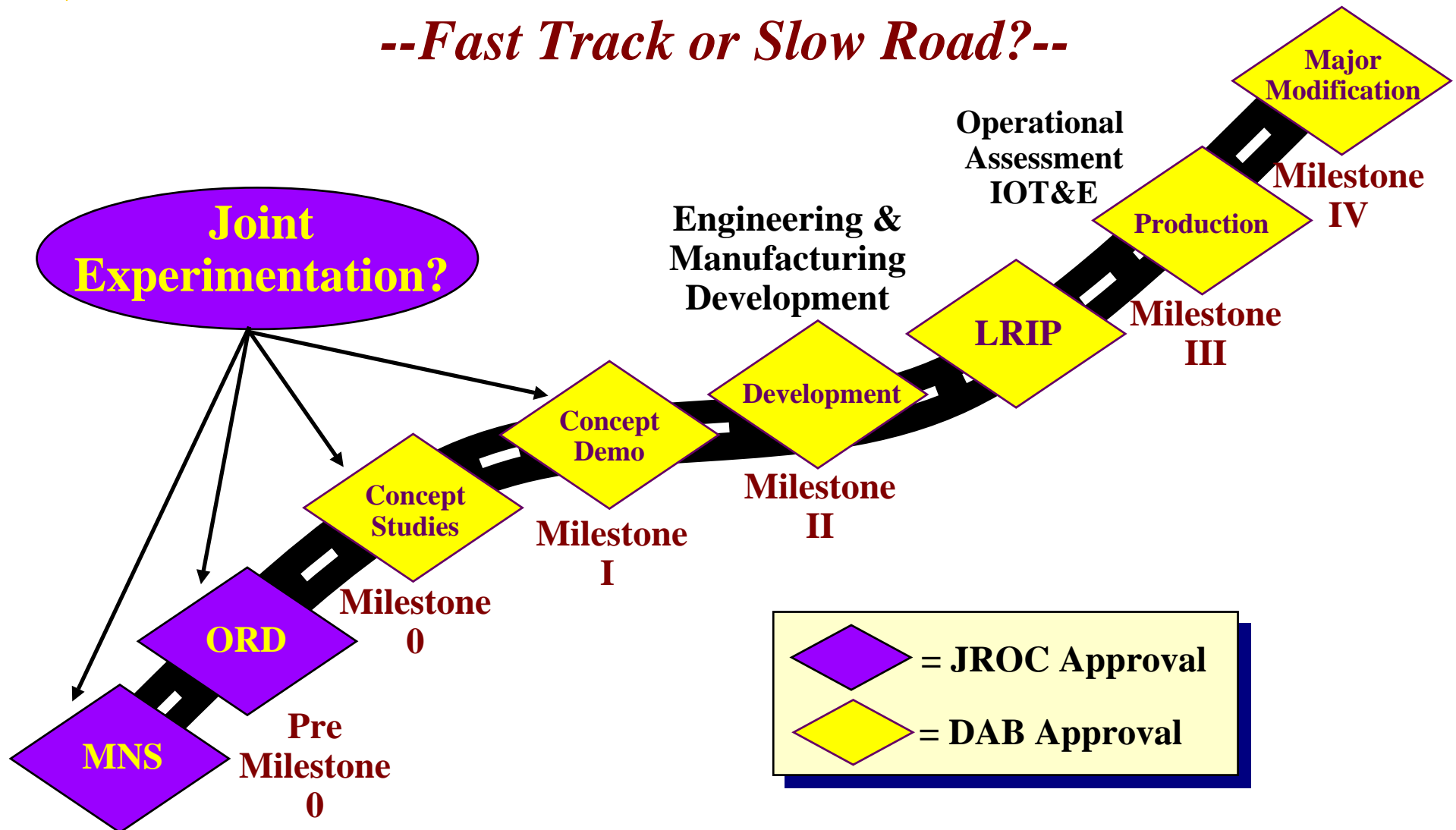
*--Which is Best?--*





# *DOD Materiel Acquisition Process*

*--Fast Track or Slow Road?--*





## *Initial Joint Experimentation Concepts*

- **Joint Attack Operations against Critical Mobile Targets**
- **Future Collaborative Information Environment**
- **Joint Contingency Force Operations**
- **Focused Logistics: Enabling Early Decisive Operations**
- **Common Relevant Operational Picture**
- **Adaptive Joint Command and Control**
- **Surveillance and Fires from Space**
- **Interoperable Combat Identification**

*LEADING CHANGE*

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